



Releasing potential in the community

# St Clement & St James Community Development Project

(A company limited by guarantee and a registered charity)

## **REPORT AND FINANCIAL STATEMENTS**

For the year ended  
**31 AUGUST 2021**

Company number: 2677427  
Charity number: 1009253

95 Sirdar Road • London • W11 4EQ • 020 7221 8810

**Letter from Chairman**  
**Julian Knott**

2021 proved to be a challenging year for us and our clients as the impact of the coronavirus pandemic was felt across our community.

For most of this financial year Clement James had to adapt its support of clients with remote services. Rising to the challenge, our delivery teams have managed to provide a similar level of client support as in the previous year. While the pandemic has presented many challenges for Clement James, we are keenly aware that it has created major difficulties for our clients, underlining the continuing need for our services and support.

We were finally able to return to the Centre towards the end of the financial year and are now providing most of our services on site again. The closure of our gates during the pandemic brought home the importance of our physical presence within the community. The Clement James Centre is so much more than just a community centre, we are a safe haven, a refuge and a home away from home for our clients.

Currently we are able to provide support for up to 3,000 people each year but many of our programmes are oversubscribed. To meet the needs of our community, we have plans for a major expansion project. The increased delivery space will enable us to support in excess of 5,000 clients when finished. We are currently fundraising for this project.

Clement James is blessed with many dedicated staff and volunteers who have demonstrated their enthusiasm and flexibility during this difficult time. On behalf of all Trustees, I would like to thank everyone for their valuable service to the community.

Trustees were able to engage online with key members of staff regularly during the lock down, offering a broad range of skills and experience to support the activities of ClementJames and its staff.

This year we have committed to a comprehensive Diversity and Inclusion Strategy, setting ambitious plans for all levels of the organisation and all areas of our work.

None of the valuable work would be possible without the continued support of our valued donors and friends. These accounts show that our income has continued to grow throughout the pandemic - we are very grateful to you all.

Julian Knott

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The trustees present their report and audited financial statements for the year ended 31 August 2021.

**Reference and Administrative Information**

**Charity Name:** St Clement & St James Community Development Project

**Working Name:** The ClementJames Centre (hereafter referred to as 'the charity')

**Governing Document:** The company was established under Memorandum and Articles which established the objects and powers of the charitable company on 30.05.1985, as amended by Special Resolution on 27.09.2005.

**Charity Number:** 1009253

**Company Number:** 2677427

**Registered Office and Operational Address:** 95 Sirdar Road, London W11 4EQ

**Trustees**

Adekunle Awodele

Vanessa Casey

Belinda Davie

Manuel de Souza Girão

Joanna Gardner

Julian Knott

Chairman

Setor Lassey

Sophia Lewisohn

Richard Ryan

Katherine Soanes

Rev'd Gareth Wardell

Vicar of St Clement & St James  
Parish

**Audit and Risk Committee**

Setor Lassey (Chair)

Joanna Gardner

Richard Ryan

**Fundraising & Development  
Committee**

Katherine Soanes (Chair)

Belinda Davie

Julian Knott

Sophie Lewisohn

**Investment Committee**

Manuel de Souza Girão (Chair)

Belinda Davie

Richard Ryan

**Capital Development  
Committee**

Joanna Gardner (Chair)

Adekunle Awodele

Belinda Davie

Manuel de Souza Girão

**Nominations & Remuneration  
Committee**

Julian Knott (Chair)

Belinda Davie

Sophia Lewisohn

Katherine Soanes

**Development Board**

Rachael Bradford

Isobel Carter

Lady Julia Higgs

Carolyn Johnston

Suzie Campbell

Jennie Dalton

Eva Rice

Lesley Swain

Viola Procovio

Alyona Kadatskaya

and members of the  
Fundraising & Development  
Committee

**Senior Management Team**

Clare Richards MBE  
(Chief Executive)  
Leo Reid (Chief Operations  
Officer)  
Esther Pickering (Chief  
Programmes Officer)  
Hannah Starr (Chief  
Safeguarding and Strategy  
Officer)

**Senior Leadership Team**

Bobby Juniper (Hub Manager)  
  
Daniel Sadler (IntoUniversity  
Centre Leader)  
Nicola Millbery (Adult Learning  
Manager)

**Bankers**

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ  
Barclays Bank, Westmoreland House, Scrubs Lane, London NW10 6AH  
CCLA Investment Management Limited, The CBF Church of England Funds, 80 Cheapside, London EC2V 6DZ

**Covid-19 Response**

Despite the success of our delivery of services remotely, it was with great joy that our staff team returned to the Centre in the latter half of the academic year. The pandemic has thrown up numerous challenges for us as a charity, challenges which our staff team have faced with confidence and determination. With the long term impact of the pandemic unclear, we are committed to providing our local community with the skills and resources necessary to navigate the uncertainty the future may hold.

**Structure, Governance and Management**

Governing Document

The charity is a company limited by guarantee, incorporated on 14 January 1992 and registered as a charity on 13 March 1992. The company is established under a Memorandum of Association which sets out the objects and powers of the charitable company and is governed under its Articles of Association. The charity operates under the working name of The ClementJames Centre.

Recruitment and Appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law. The trustees who served up to the date of this report are set out on page 4. The Report of the Trustees is the Directors' Report in accordance with s.415 of the Companies Act 2006. The trustees are the only members of the company, and are each liable for a maximum of £1 in the event of the winding up of the charity.

The board of trustees consists of the incumbent of the Parish of St Clement Notting Dale and St James Norlands; not more than four persons appointed by the Parochial Church Council; and such other person/s as the trustees may appoint by ordinary resolution. The board aims to be representative of the community as a whole and to ensure that it has available a broad range of skills and expertise amongst its trustees.

The board carries out an annual review of the trustees to ensure a broad range of skills, that members of the local community and users of the charity are represented, and to identify the need for new trustees (due to vacancies or having decided that one or more new trustees with specific skills are needed to help

run the charity more effectively). Having agreed the skills and experience needed, the trustees consider the best method of attracting desirable candidates and agree a process for recruitment that complies with the governing document. The Nominations Committee receive CVs, shortlist candidates and conduct interviews. Successful candidates are invited to join the trustees, subject to references, background / DBS checks and approval by the full trustee board.

#### Trustee Induction and Training

An information pack about the organisation is sent to new trustees, including their duties and the organisation's expectations of them, and a full induction process is arranged. New trustees meet existing trustees, key members of staff and volunteers and are introduced to the charity's work and programmes. All trustees are offered training to develop their abilities and competence. Staff and trustees (where possible) attend an annual 'Vision Day' to evaluate existing services, set targets for future provision and develop strategic objectives.

#### Risk Management

During the year the trustees have reviewed the significant risks to which the charity is exposed and the means by which these risks are either removed, managed or controlled. During the pandemic and subsequent lockdowns the trustees increased the frequency of these reviews to ensure the safety of our staff and clients. Responses to such risks included moving our services and staff online and only allowing staff to return to onsite delivery when appropriate safety measures were established.

Trustees have identified risks ranging from internal operational risks (e.g. staff and governance, safeguarding, financial risks etc.) to external risk (macroeconomic, political, reputational etc.). The trustees are satisfied that all major risks have been identified, that awareness of these risks is the single most effective way to manage them, and that appropriate internal controls are in place to manage the charity's exposure.

Below is a summary of the key categories of risk faced by the charity and the steps taken to mitigate such risks.

RISK/CONSEQUENCE	ACTION
<p><b>Political:</b> The charity receives a significant proportion of its income from the Royal Borough of Kensington and Chelsea. As a result, it is exposed to political risks. For example:</p> <p>Withdrawal of support for our activities. Reduction in provision or need to find alternative funders</p> <p>Change in government or political aims Failure to meet government aims &amp; difficulty securing funding.</p>	<ul style="list-style-type: none"> <li>○ Continue to secure best practice accreditations for our service and ensure the local authority is aware of our services through publicity.</li> <li>○ Maintain close relationships with key local authority stakeholders</li> <li>○ Attend regular steering groups and boards to keep up-to-date with developments in the borough</li> <li>○ Invite local authority staff to our centre to meet our beneficiaries and see our projects in action</li> <li>○ Utilise IU central's growing reputation to emphasise the importance of our local charity</li> </ul>

	<ul style="list-style-type: none"> <li>○ Remain aware of provision and quality of competitor offerings in the market to ensure we are well placed relative to our peers</li> <li>○ Implement a positive marketing strategy to continue to tell story across key stakeholders</li> </ul>
<p><b>Staffing, Volunteers &amp; Governance</b></p> <p>A lack of diversity amongst staff &amp; volunteers, and in the charity's resources</p> <p>Gaps amongst key staff due to sickness, departure, parental leave, or holiday</p>	<ul style="list-style-type: none"> <li>○ Develop and provide diversity and inclusion training for new joiners and regular refreshers for all staff</li> <li>○ Establishment of a permanent D&amp;I role at SMT level (Chief Safeguarding and Strategy Officer)</li> <li>○ Establish D&amp;I focussed Trustee oversight role</li> <li>○ Ensure recruitment practices and ongoing recruitment review incorporates strategies to address under-representation</li> <li>○ Continue to analyse equal opportunities data collected and analysed during recruitment process to identify focus areas</li> <li>○ Trustees provided with D&amp;I updates and training</li> <li>○ Ensure staff are aware of and have access to the staff handbook and procedures</li> <li>○ Consider and implement additional steps to assess staff health and wellbeing due to remote working</li> <li>○ Monitor staff absences due to COVID-19 to ensure that staff are supported and to identify and anticipate operational issues</li> <li>○ Continue to provide regular professional staff support</li> <li>○ Consider staff cover options and flexibility around delivery should CJ experience significant staff absences due to COVID-19</li> <li>○ Continue to assess how the Charity will respond to an outbreak of COVID-19 on site and have in place the necessary protocols</li> </ul>
<p><b>Legal &amp; Compliance</b></p> <p>Failure to meet COVID-19 legal and health &amp; safety requirements</p> <p>Failure to meet Child Protection &amp; Safeguarding requirements</p> <p>Failure to meet data protection obligations</p>	<ul style="list-style-type: none"> <li>○ Preparation of Site Risk Assessment to identify risks at the centre, and to set out mitigations to address identified risks</li> <li>○ Preparation of Personal Risk Assessments to identify risks for individuals or their concerns, and to set out mitigating steps</li> <li>○ Ongoing review of government guidance and best practice</li> <li>○ Obtain external professional and legal advice as required</li> <li>○ Maintain liability insurance</li> <li>○ Ensure flexibility in staff arrangements for staff members that are high risk or have personal circumstances which make them higher risk (e.g. caring for vulnerable dependents)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Review regularly.</li> <li>○ Maintain up to date Safeguarding policy and regularly review</li> <li>○ Appoint a Safeguarding Manager, Deputy Designated Safeguarding Leads and a Trustee to act as a coordinator on Safeguarding</li> <li>○ All staff, volunteers and Trustees are regularly updated and trained</li> <li>○ On-going monitoring and awareness of risks with reporting of issues / incidents to appropriate persons</li> <li>○ Safeguarding to be a standing agenda item at all Trustee meetings</li> <li>○ Periodic spot checks on the implementation of COVID-19 prevention systems, child protection procedures and data protection systems.</li> <li>○ All staff, volunteers and Trustees will be DBS checked</li> <li>○ Ensure appropriate governance, oversight and reporting to Trustees</li> <li>○ Ensure any required reporting to authorities is done</li> <li>○ Appoint a designated Data Protection Lead for organization (to be implemented in 2022)</li> <li>○ Review data protection policies to ensure compliance with General Data Protection Regulation (to be completed in 2022)</li> <li>○ Annual provision of data protection training for all staff</li> <li>○ Maintain primary database on European-based server</li> <li>○ Ensure policies regarding data protection are adhered to by staff</li> </ul>
<b>Financial</b> Impact of COVID-19 on funding and cost base Major capital expenditure required Capital building project expenditure required	<ul style="list-style-type: none"> <li>○ Emphasis on importance of charity to support those most affected by current crisis</li> <li>○ Ongoing monitoring by SMT and board of fundraising progress</li> <li>○ Budget maximises cost efficiencies and includes contingency for unforeseen Covid-19 related costs</li> <li>○ SMT and Trustees to regularly monitor development of cost base and fundraising position</li> <li>○ Trustee board to take effective action to manage cost escalation should the income position under perform</li> <li>○ Seek alternative funding sources and new funders to mitigate risk from future potential challenging fundraising</li> </ul>



	<ul style="list-style-type: none"> <li>○ If, we need to make costly repairs to the main building, will first investigate insurance cover, then seek funding. If critical then consider funding via reserves our reserves however this requires board approval and alternative funding sources should be applied for.</li> <li>○ Any additional costs must be approved by CEO and Trustee Board</li> <li>○ Identify a diverse range of funders to ensure that capital specific funders are found</li> <li>○ CEO and Fundraising Officers to ensure that capital fundraising does not encroach on running cost funding</li> <li>○ Obtain all or a significant sum of funding for the Capital Building Project prior to any substantial building works proceeding and obtain Trustee approval to proceed with substantial building works</li> <li>○ Delegate approval or board approval needed to move ahead with building work or parameters of what can be done under delegated approval</li> <li>○ Report back to the Trustees or the Risk and Audit Committee on fundraising and expenditure</li> <li>○ Prior to any substantial building works, have a detailed plan about how services will operate during works and communications with church, neighbours and a formal contract for building works</li> </ul>
<b>Financial</b> Loss of funding from major sources and need to cut budget and expenditure	<ul style="list-style-type: none"> <li>○ Liaise with other local supporting agencies in order to ensure the local need is met</li> <li>○ Utilise resources provided by partners</li> <li>○ Recruit more volunteers</li> <li>○ Work with IU centres to reduce expenditure</li> <li>○ Continue to actively seek new sources of funding to diversify income base</li> <li>○ The chief executive of The ClementJames centre is an IU trustee and meets regularly with other IU trustees and The CEO of IU.</li> <li>○ We will continue to liaise over funding opportunities.</li> <li>○ Maintain a good relationship between the ClementJames IU program and the rest of the IU network</li> <li>○ Continue and seek to develop diverse funding base across government, corporates and other donors</li> </ul>
<b>Financial</b> Anti -Bribery, Corruption (ABC) Damage to reputation Potential fine and sanctions	<ul style="list-style-type: none"> <li>○ Creation of a comprehensive ABC policy setting out responsibilities of Trustees and SMT for ensuring compliance of Trustees and SLT and training</li> </ul>

	<ul style="list-style-type: none"> <li>○ Appoint an ABC / compliance officer responsible for oversight of policy</li> <li>○ Implementation of donor acceptance policy – with a risk based approach to additional checks</li> <li>○ Inclusion of ABC policy in staff handbook and trustee handbook</li> <li>○ Train SLT to monitor ABC in recruitment</li> <li>○ Train SLT to ensure that hospitality does not contravene policy</li> <li>○ Finance policy procedures on competitive selection of suppliers above specified limits</li> <li>○ Dual authorisation of supplier payments</li> <li>○ Transparent financial records</li> <li>○ Annual review of systems, policies and controls</li> </ul>
<p><b>Health and Safety</b> Failure to make centre Covid-19 secure Local or national COVID-19 lockdown requires intermittent centre closure</p>	<ul style="list-style-type: none"> <li>○ Comprehensive Site Risk Assessment completed for the whole ClementJames site</li> <li>○ Personal Risk Assessment completed for all staff</li> <li>○ Ongoing monitoring of government guidance and Site Risk Assessment updated accordingly</li> <li>○ Extensive hygiene measures introduced</li> <li>○ Social distancing measures in place</li> <li>○ Limits to room capacity introduced</li> <li>○ Temperature checks in place on site entrance</li> <li>○ Increase in professional cleaning during the day</li> <li>○ Changes to delivery style to accommodate risk assessment requirements (including reduction in capacity of Academic Support)</li> <li>○ Continue home working arrangements for staff wherever possible and practical</li> <li>○ Continue remote delivery of large majority of adult services for as long as necessary</li> <li>○ Monitoring government guidance closely and anticipating potential closure</li> <li>○ Establishment of home working infrastructure in initial lockdown</li> <li>○ Telephone and online support for IUNK and Adult Learning students as alternative to in-person delivery</li> <li>○ Pro-actively discuss implications for targets with funders (e.g. meeting delivery targets and funding implications)</li> </ul>
<p><b>Technological</b> Data Security Electronic data is accessed by unauthorised persons. Sensitive data is misused 3<sup>rd</sup> party personal data compromised or lost</p>	<ul style="list-style-type: none"> <li>○ Maintain robust data protection policies</li> <li>○ Password protect sensitive information / client data</li> <li>○ Ensure data security policies in line with legal requirements</li> <li>○ Maintain a data security and data protection officer</li> </ul>

Financial or operational data impacted / lost by malware, ransomware, etc	<ul style="list-style-type: none"> <li>○ COO to perform regular spot checks and reviews on implementation of policy</li> <li>○ Create policy detailing approach for dealing with any potential data loss</li> <li>○ Access to different types of information within the organisation will be restricted to the appropriate members of staff</li> <li>○ Ensure that third party providers adhere to data policies in line with legal requirements / CJ requirements</li> <li>○ Cyber security risk management framework and policies to be developed and implemented</li> </ul>
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### Organisational Structure

During the year the board met seven times, these meetings also include members of the charity's staff as appropriate. These meeting took place online as a result of the COVID 19 pandemic. The role of the board is to provide oversight of the charity's activities, including planning, approval of annual budgets, review of results and provision of general support to the chief executive and her staff and even more so during the covid pandemic and resultant changes. The day to day running of the charity is carried out by the permanent staff, with support from volunteers and under the leadership of the chief executive, Clare Richards, who reports directly to the chairman and the board.

### Relationship with the **Into**University charity

The **Into**University charity ('**Into**Uni') started its first year of independent operation in 2007. The new charity grew out of the **Into**University work of The ClementJames Centre and was established by two of its trustees. **Into**University Head Office is based in offices rented from the parish at 95 Sirdar Road, London, W11. The ClementJames Centre has the right to appoint at least one and no more than three trustees to the board of **Into**University. These are currently Sophia Lewisohn and Clare Richards. **Into**University now has 35 centres across London, Nottingham, Bristol, Oxford, Brighton, Leeds, Southampton, Clacton-on-Sea, Liverpool, Weston-super-Mare, Coventry, Manchester, Birmingham, Norwich, Bradford, Newcastle, Glasgow and Edinburgh. **Into**University contributed £190,000 towards the **Into**University programme at The ClementJames Centre from 1 September 2020 to 31 August 2021. The **Into**University work of the charity is therefore affiliated to, and receives grants from **Into**University, but remains under the governance of The ClementJames Centre and the management of The ClementJames Centre's chief executive. **Into**University refers to the **Into**University programme at The ClementJames Centre as **Into**University North Kensington.

### Relationship to the Church

The ClementJames Centre was established by the Parochial Church Council of the Parish of St Clement and St James to provide support in the wider community. The Centre benefits from extensive premises that are leased from the diocese and the Parochial Church Council of the Parish of St Clement and St James. The Incumbent of the Parish of St Clement and St James is a member of the Board of Trustees.

### Management

Salaries for key management personnel are set by the Remunerations Committee, a subcommittee of the trustee board. The Committee review other local and national organisations to ensure that salaries are

appropriate (taking benchmarking with other charities of a similar size into consideration). Salaries are reviewed annually.

#### Staff

The trustees would like to thank The ClementJames Centre's amazing staff, without whom none of the charity's achievements would be possible. Their dedication, commitment and determination has ensured that the charity has remained a positive and crucial resource for the people of North Kensington.

#### Volunteers

The trustees would like to thank the dedicated volunteers, of whom there are over 150. These volunteers provide a vital service in a range of activities from regularly assisting students during Academic Support sessions to mentoring our adult clients. We are particularly grateful to the many volunteers who continued to support the charity during the Covid-19 lockdowns, helping to organise food deliveries, tutoring our children and young people via video call and giving interview practice at our virtual Interview Skills Days.

#### Public Benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

### **Objectives and Activities**

The objectives of The ClementJames Centre, as stated in the Memorandum and Articles are:

- a) To advance the education of the inhabitants and in particular of children and young people within the parish of St Clements Nottingdale St James Norlands or any united parish comprising St Clements Nottingdale St James Norlands and any other ecclesiastical parish associated with or added to them (hereinafter called "the parish");
- b) To relieve poverty among the inhabitants and in particular among the children and young people within the parish;
- c) To relieve the needs of the elderly within the parish;
- d) To provide or assist in the provision of facilities for the recreation and other leisure time occupation of the inhabitants of the parish and in particular of those who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty, or social and economic circumstances in the interests of social welfare and with the object of improving their conditions in life.

#### The Main Activities of The ClementJames Centre

The ClementJames Centre is an award-winning charity that empowers the community to release its potential through education, employment and wellbeing support in one of London's most disadvantaged areas. It targets children, young people and adults most at risk of failing to meet their potential to go onto higher education or employment, and helps them to achieve more by improving their use of English, helping them to learn and providing them with personalised guidance and support. The charity reduces isolation, poverty and unemployment through three aligned programmes and the provision of a community hub and garden:

## **1. Adult Learning**

We support adults to improve their English, Maths and ICT skills. This gives our students the confidence and knowledge to help them succeed and strengthens their place in the community. We offer a wide range of Functional Skills courses and intensive literacy and numeracy support.

### **The problem the Adult Learning programme addresses:**

- Pre-Entry English courses are not offered by colleges.
- Many local adults learning English as an Additional Language ("EAL") are intimidated by formal learning environments.
- Many local EAL adults are struggling to interact with their community, their children's school, the doctor etc.
- Many local EAL adults have had negative learning experiences in the past.
- Over 1,400 local residents do not speak English at all or have a very limited grasp of the language.

### **What the Adult Learning programme offers:**

- **Functional Skills English classes** Accredited Functional Skills English ("FSE") courses from Entry-Level 1 to Level 2 enable and encourage progression and lead to a recognised language qualification. Classes maintain a high staff to student ratio to cater for individual needs. The focus of FSE classes is to provide individuals with the English language skills necessary to integrate fully into their workplace and community and to fulfil their potential.
- **Functional Skills Maths classes** Accredited Functional Skills Maths courses from Entry Level to Level 1 enable learners to gain a recognised Maths qualification and often support learners who did not gain these qualifications when in mainstream education.
- **Functional Skills ICT classes** Accredited Functional Skills ICT courses from Entry Level 3 to Level 1 support learners to develop their ICT skills and help improve learners' employability.
- **Sunday Classes** Two Functional Skills English classes, from low level to intermediate level, and one ICT class are held on Sundays to allow domestic workers to participate.
- **Community Learning Classes** A wide range of courses offer a number of preparation options to get learners ready for Functional Skills qualifications.
- **One-to-one literacy and numeracy support** When appropriate, students can benefit from intensive one-to-one English and Maths support by trained staff or volunteers.
- **Advice and Guidance** Students can drop in to ask for advice and assistance, for example regarding further education options.

## **2. Children & Young People's Education**

We help children and young people to learn, flourish and achieve their full potential. This allows them to feel fulfilled and have the opportunities to build the future that they choose. We provide academic support, mentoring, intensive literacy and numeracy support and aspirational activities.

### **The problem the Children & Young People's Education programme addresses:**

Young people from Britain's poorest backgrounds face considerable educational disadvantage:

- They do far less well at school.
- Are less likely to go to university.
- Have little chance of entering the professions.

These young people lack the educational support and aspiration that is often taken for granted in better off homes.

### **What the Children & Young People's Education programme offers:**

We provide sustained academic support, motivation and encouragement to give disadvantaged young people a fair chance of realising their full potential. We provide children aged 7 to 18, with a combination of:

- **Academic Support** School children receive help with homework, coursework, literacy and numeracy from trained tutors. We also offer one-to-one support with GCSE, AS Level, A2 Level and degree options, coursework, revision, exam techniques, UCAS forms, interview techniques and gap years. Academic support raises levels of achievement, increases confidence and motivation, and helps young people re-engage with learning outside school hours.
- **FOCUS provision** Children are given the opportunity to experience the pleasure of learning through an educational activity lasting between a day and a week. The charity takes children on visits to universities thereby introducing them to the idea that university is something to which they might aspire. The Careers in FOCUS and Business in FOCUS programmes introduce the students to a diverse range of careers and skills through workshops led by professionals. Throughout the summer the charity runs a carnival arts programme where children and young people work in partnership with artists, choreographers, musicians, staff and volunteers to design and create their own carnival costumes and performance pieces for the Notting Hill Carnival.
- **Mentoring** The charity works with the University of London and a wide range of other universities. Mentors help the young people with their education as well as their social skills, introducing them to their campus and acting as positive role models, and encourage the young people to think about their futures and raise their aspirations. Some Year 13 students are paired with a mentor from one of our corporate partners. On the mini-mentoring programme known as the Buddy Scheme, trained undergraduates work with Year 8 students, providing hands-on workshops and an insider's view of their campus. The Futures Fast Track scheme runs in conjunction with UBS and provides a group of Year 12 students with personal support with their employment skills, through a combination of face-to-face and email support.
- **One-to-one literacy and numeracy support** Children and young people can benefit from intensive one-to-one Maths and English support by trained staff or volunteers to help them catch up with their academic skills, build their confidence and ultimately improve their grades.
- **Summer carnival arts** During the summer holidays we offer a three-week creative arts programme for children and young people, culminating in participation in Notting Hill Carnival.

### **3. Employment Support**

We help people to gain meaningful and sustainable employment. This enables our clients to improve their quality of life, security and independence. We do this through tailored advice and support, mentoring and work skills activities.

#### **The problem the Employment Support programme addresses:**

- There has been an increase in the number of unemployed adults and young people in the area surrounding the centre.
- Over 6,600 local residents do not have any qualifications.
- In our ward of Notting Dale alone, 76% of households suffer from at least one form of deprivation around income, housing, education or health.

#### **What the Employment Support programme offers:**

- **A needs assessment** Identifying transferable skills and training needs.
- **Benefit & work advice** Including potential challenges to work.
- **Job & training search** Identifying long-term job opportunities and sectors where there are job opportunities.
- **Interview, CV and application preparation**

- **Development of personal skills** Including effective timekeeping, communication, presentation (clothing and etiquette), self-confidence, motivation, self-esteem, teamwork, leadership, flexibility & ability to adapt, self-awareness and commitment.
- **Outreach** Involving employment/training support offered at other local community organisations.
- **Interview Skills Days** Corporate volunteering days to increase clients' confidence and presentation and interview skills.
- **Youth Employment Programme** For 16-24 year olds including one-to-one support and coaching.
- **School's provision** To develop work-place skills and confidence for young people seeking work after leaving school.
- **Adult Mentoring** A three-month long mentoring scheme for adult clients providing additional support covering a wide range of focus areas.

#### **4. Wellbeing & Support**

We empower people to overcome barriers and challenges and to engage with their own wellbeing. This enables our clients to pursue their goals. We do this through the provision of Information, Advice and Guidance, and wellbeing support and activities.

##### **The problem the Wellbeing & Support programme addresses:**

As many students and clients face a range of barriers affecting their ability to progress, it is not enough for us to limit our services to education and employment support. Some children and adults are facing personal problems that affect their ability to study or find employment, for example problems at school, debt or inadequate housing. Some of our users, children as well as adults, also suffer from low-level mental health problems, most commonly anxiety and depression.

##### **What the Wellbeing & Support programme offers:**

- **Advice and Guidance** Support is provided on a wide range of issues such as housing, benefits, education, finance and debt.
- **Health and Wellbeing** Services at the Centre includes activities such as mindfulness, gardening and a weekly Wellbeing Clinic. Our clinic offers certified NADA ear acupuncture, relaxation and health and wellbeing advice. With the support of other organisations we also provide parenting classes and a reading group.
- **Women's Confidence Programme** The Women's Confidence Programme is a six week course which gives local women the opportunity to focus on themselves: their needs, aspirations, and ways in which they can successfully achieve their goals in life.

#### **5. Grenfell Tower fire response**

The ClementJames Centre is keenly aware that the Grenfell Tower fire has had a lasting impact on the local community. It with this in mind that we continue to provide support for those affected through our regular provision and have provided more intensive support wherever possible. ClementJames is committed to support this community for as long as is needed and we will remain a place of care and service.

#### **6. Related activities**

The charity works closely in conjunction with other institutions including primary and secondary schools, universities, cultural institutions, other voluntary sector organisations and companies. Other activities that the charity provides for the local community include:

- **Community Garden** Providing an outdoor recreational space and classroom.
- **Support, Guidance & Training** Services for local organisations and individuals.
- **Premises** Our location is made available for the use of other community groups.



What distinguishes The ClementJames Centre from the work of many other organisations is that we provide services for the whole family, welcoming every client as an individual and nurturing their potential to achieve and contribute more. We tailor our approach to meet each client's needs – building a package of support that has measurable impact.

### **Achievements and Performance**

In the academic year 2020-2021, the charity supported **1,516** children and young people (2019-20: 1,202) and **864** adults (2019-20: 1,086) from its target group - despite the Covid-19 lockdown and subsequent limitations on in-person delivery. The charity has also been successful in raising sufficient funds both to meet all of its operating costs and to maintain the organisation on a sound financial footing. The principle sources of funding have been the local authority and trusts.

During the academic year 2020-21, ClementJames activities included:

#### **Adult Learning**

- **178** students completed a course on the Adult Learning Programme throughout the year (2019-20: 250). 89% of students achieved the course outcomes.
- **All** students also received Information, Advice and Guidance upon enrolment.
- **32** adult learning courses were offered throughout the year, providing accreditation to the majority of students and increasing employment and further education opportunities.
- **89%** of learners on our accredited English courses achieved their accreditation and **86%** of learners on our non-accredited English courses achieved the outcomes of the course.
- **80%** of learners on our accredited Maths courses achieved their accreditation and **75%** of learners on our non-accredited Maths courses achieved the outcomes of the course.
- **91%** of learners on our accredited ICT courses achieved their accreditation and **90%** learners on our non-accredited ICT courses achieved the outcomes of the course

#### **Children & Young People's Education**

- **161** IntoUniversity students attended 3 or more academic support sessions (2019-20: 183), 619 students took part in Primary FOCUS and 542 in Secondary FOCUS giving a total of **1161** students taking part in the FOCUS programme. (2019-20: 880).
- **134** participated in holiday and out-of-school FOCUS workshops (2019-20: 73).
- **136** students benefited from the mentoring and buddy schemes (2019-20: 56).
- In 2020, **78%** of IntoUniversity North Kensington's Year 13 students progressed directly to university (2019: 66%) and 5% are taking a gap year and applying next year. The remaining 9% went into employment, an apprenticeship or further study, and 6% were undecided or looking for employment.
- **77%** of Academic Support students reported improved school grades.
- **75%** of Academic Support students reported improved confidence.
- **64%** of Academic Support students said they are 'more likely to go to university'.
- **83** children and young people received intensive numeracy and literacy support (2019-20: 103).
- **73** Literacy and Numeracy students made a year's progress in either their Maths or Numeracy in just nine weeks.



### **Employment Support**

- In 2020-2021, **139** clients enrolled on our Employment Support Programme. Of these **52%** are now in employment or training (2019-20: 57%).
- **54** survivors from the Grenfell Tower fire and bereaved relatives received one-to-one employment support at Grenfell United.
- **49** young people at risk of permanent exclusion from education attended a series of employment-based workshops and received one-to-one support (2019-20: 54).
- **41** clients benefited from seven successful Interview Skills Days where a team of business volunteers work with a number of our clients on a one-day challenge designed to develop skills, build confidence and manage under pressure (2019-20: 55).

### **Wellbeing & Support**

- **274** local people received information, advice and guidance (2019-20: 257).
- Our staff helped our clients to resolve **287** advice issues (2019-20: 359) and made **53** referrals to specialist providers (2019-20: 55).
- **219** adults attended a range of health and wellbeing workshops and events such as a community gardening group, a healthy living day, confidence building workshops, a wellbeing fair and a community cooking group (2019-20: 251). After attending wellbeing provision, clients reported improvements in three key areas: increased confidence, feeling more connected with others and feeling better able to cope with challenges.
- **32** adults benefitted from the Wellbeing Clinic (2019-20: 46). Qualitative feedback from participants highlighted that they felt more relaxed, calmer and less stressed. Clients also remarked that they felt less anxious and better able to cope with challenges.
- **73** women participated in the Women's Confidence Programme, which includes the 6-week course, a 2-day confidence and wellbeing conference and skills sharing sessions (2019-20: 86).
- **6** children received long term support from our Children and Young People's Counsellor

### **Awards and improvements**

- In the summer of 2021, The ClementJames Centre was shortlisted for the national Charity Times Charity of the Year Award (with an income of £1 million – £10 million) and the Charity Times HR Management Award.

### **Plans for the Future**

The charity continues to respond to changing local needs and adapt programmes accordingly, especially in light of the ongoing Covid-19 pandemic. Over the financial year 2021-22 both the quality and the scope of the charity's services will be developed to include:

- The flexibility and responsiveness we have shown over the last few years is still required and unfortunately, our services are needed more than ever. The impact of COVID on young people and the disruption to their education will mean that our 1-2-1 Numeracy and Literacy support is more important than ever. Furthermore, an increasing number of local adults face unemployment. As a result, we will be reviewing our Employment Support Programme to ensure that we can make a difference to as many people as possible. In addition to our vital range of education, employment and wellbeing services, we will also assess whether new partnerships and programmes are required.
- With planning permission secured for our expansion project, we will be progressing with the fundraising for this much needed work. Our dedicated staff team are excited by the challenge and driven by the idea of providing support to thousands more people.

- We will review our offer of support to all those affected by the Grenfell Tower fire, ensuring that the community's needs are fully understood and addressed in a holistic and compassionate way.

### **Financial Review**

Total expenditure for the year amounted to **£1,206,675** (August 2020: £1,190,957). Total income amounted to **£1,260,324** (August 2020: £1,200,383). The two largest elements of income came from The Royal Borough of Kensington and Chelsea £196,262 (August 2020: £245,366) and IntoUniversity £190,000 (August 2020: £190,000). Further details of the income from IntoUniversity can be found in note 14 of the accounts. All restricted funds were fully expended in the year and at 31 August 2021 the charity had unrestricted net assets of **£633,072** (£622,383 unrestricted funds and £10,689 fixed assets) (2020: £565,084 unrestricted funds £14,339 fixed assets).

The trustees are very grateful to the Royal Borough of Kensington and Chelsea and to all the charitable trusts, other institutions and individuals that supported the charity throughout the year. For further information about the voluntary income of the charity see note 2 of the accounts.

### **Reserves Policy**

As at 31 August 2021, the charity held free reserves of £622,383 (unrestricted funds and excluding fixed assets). The trustees have reviewed the charity's need for reserves, particularly in the current financial climate and with the uncertainty presented by Covid-19, and consider that it is appropriate to continue to seek to set aside free reserves to cover up to six months' running costs. Current free reserves are sufficient to meet our forecast for five months' running costs in 2021-22. The charity is continuing in its fundraising efforts to increase the level of reserves commensurate with the increase in annual expenditure. The purpose of the charity's unrestricted reserves is to provide the charity with the means to:

- counter possible risks to continued operation in the event of a lack of funding in the short term;
- meet unexpected opportunities which cannot be funded out of normal operating income;
- provide the financial security necessary in these uncertain times.

### **Investment Policy**

Reserves are held in cash on deposit. Periodically, funds not required in the near future are invested at a higher rate of interest in the Church Benevolent Fund account managed by CCLA Investment Management Limited.

### **Fundraising Activity Statement**

The ClementJames Centre undertakes a range of fundraising activities and receives donations from a broad spectrum of donors and supporters, including companies and trusts, individuals and public bodies. The great majority of the charity's income is generated from fundraising activities targeted at trusts and foundations and the local authority.

Income from individual donations is achieved through three to four fundraising events a year, at which attendees can participate in silent auctions or raffles, as well as signing up to learn more and become supporters of the centre.

As outlined by the Fundraising Regulator, we will take into account the needs of any potential donor who may be considered vulnerable or in need of care and support to make an informed decision. We will not exploit the trust, lack of knowledge or vulnerable circumstance of any donor at any time. We will not take

a donation if we know/have good reason to believe, that a person lacks capacity or is in a vulnerable position and cannot make an informed decision to donate.

The ClementJames Centre does not outsource any of its fundraising activities to third parties. The charity received no complaints relating to its fundraising activities in 2020-2021.

### **Responsibilities of the Trustees**

The trustees (who are also the directors of St Clement and St James Community Development Project for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the result of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Small company provisions**

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

### **Auditor**

A resolution to appoint Haysmacintyre LLP as auditor for the ensuing year will be proposed at the annual general meeting in accordance with section 489 of the Companies Act 2006.

This report has been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019)

Approved by the trustees on and signed on their 1 December 2021 behalf by:

*Julian Knott*

..... (Chairman)  
Julian Knott

## **Independent auditor's report to the members of St Clement & St James Community Development Project**

### **Opinion**

We have audited the financial statements of St Clement and St James Community Development Project for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material

misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on pages 18 and 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect

of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the use of restricted funds and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011 and Charities SORP.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to recognition of income. Audit procedures performed by the engagement team included:

- Inspecting minutes of Trustees' meetings;
  - Reviewing allocations and disclosures relating to restricted funds;
  - Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
  - Evaluating management's controls designed to prevent and detect irregularities;
  - Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
  - Challenging assumptions and judgements made by management in their critical accounting estimates.
- There were no areas within the financial statements that required the Trustees to make significant judgements or estimates during the year.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in cursive script, appearing to read "J Askew".

Jane Askew (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place  
London  
EC4R 1AG

10 December 2021

**STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account)  
FOR THE YEAR TO 31 AUGUST 2021**

		<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2021</b>	<b>Total 2020</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b>Notes</b>				
<b>INCOME FROM:</b>					
Donations and legacies	<b>2</b>	358,512	898,727	1,257,239	1,196,916
Other trading activities	<b>3</b>	2,933	-	2,933	2,972
Investments		152	-	152	495
<b>Total Income</b>		<b>361,597</b>	<b>898,727</b>	<b>1,260,324</b>	<b>1,200,383</b>
<b>EXPENDITURE ON:</b>					
Raising funds	<b>4</b>	61,175	-	61,175	62,584
Charitable activities	<b>4,11</b>	246,773	898,727	1,145,500	1,128,373
<b>Total Expenditure</b>		<b>307,948</b>	<b>898,727</b>	<b>1,206,675</b>	<b>1,190,957</b>
<b>Net income</b>		<b>53,649</b>	<b>-</b>	<b>53,649</b>	<b>9,426</b>
<b>Funds brought forward</b>		<b>579,423</b>	<b>-</b>	<b>579,423</b>	<b>569,997</b>
<b>Funds at 31 August</b>		<b>633,072</b>	<b>-</b>	<b>633,072</b>	<b>579,423</b>

The notes on pages 27-37 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year. All amounts derive from continuing activities.

Full comparatives for 2020 are presented in note 15.



## BALANCE SHEET AT 31 AUGUST 2021

Company number: 2677427

		2021 £	2020 £
<b>Fixed Assets</b>	<b>Notes</b> <b>7</b>	10,689	14,339
<b>Current Assets:</b>			
Debtors	<b>8</b>	105,264	127,848
Cash at bank & in hand		623,339	567,583
		<u>728,603</u>	<u>695,431</u>
<b>Creditors:</b>			
Amounts falling due within one year	<b>9</b>	106,220	130,347
<b>Net current assets</b>		<u>622,383</u>	<u>565,084</u>
<b>Net assets</b>		<u>633,072</u>	<u>579,423</u>
<b>The funds of the charity:</b>			
Unrestricted funds: General	<b>10, 11</b>	622,383	565,084
Unrestricted funds: Designated	<b>10, 11</b>	10,689	14,339
Unrestricted funds		<u>633,072</u>	<u>579,423</u>

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Board of Trustees on 1 December 2021 and signed on their behalf by:

*Julian Knott*

.....  
**Julian Knott**

The notes on pages 27-37 form part of these financial statement

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	A	55,604	99,980
<b>Cash flows from investing activities:</b>			
Interest income		152	495
<b>Net cash provided by investing activities</b>		<u>152</u>	<u>495</u>
<b>Increase in cash and cash equivalents in the year</b>		55,756	100,475
Cash and cash equivalents at the beginning of the year		567,583	467,108
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<u>623,339</u>	<u>567,583</u>

### A RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2021 £	2020 £
<b>Net movement in funds</b>	53,649	9,426
Add back depreciation charge	3,650	3,650
Deduct interest income	(152)	(495)
Decrease in debtors	22,584	51,465
(Decrease) Increase in creditors	(24,127)	35,934
<b>Net cash provided by operating activities</b>	<u>55,604</u>	<u>99,980</u>

## **1. ACCOUNTING POLICIES**

The principle accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **Basis of preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

The ClementJames Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### **Preparation of accounts on an going concern basis**

The trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of the charity's financial position, reserves levels and future plans, gives trustees confidence the charity remains a going concern for the foreseeable future.

### **Income recognition**

All income is recognised once the charity has entitlement to income, receipt is probable and the amount of income receivable can be measured reliably.

### **Expenditure recognition**

All expenditure is recognised on an accruals basis as a liability is incurred.

- Expenditure is recognised on an accrual basis as a liability is incurred.
- Expenditure includes VAT which cannot be recovered, and is reported as part of the expenditure to which it relates.
- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in note 4.

### **VAT**

The charity is not registered for VAT.

### **Financial Instruments**

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **Fund accounting**

Unrestricted funds are available for use at the discretion of the Trustees and in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

### **Employee benefits**

#### **-Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

#### **-Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### **-Pension scheme**

The charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the charity in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

### **Legal status**

The ClementJames Centre is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The members are the trustees. There were 11 members at 31 Aug 2021 (2020: 11).

### **Judgements and key sources of estimation uncertainty**

Preparation of the financial statements requires management to make significant judgements and estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There were no areas within the financial statements that required the Trustees to make significant judgements or estimates during the year.

**NOTES TO THE FINANCIAL STATEMENTS – Continued**  
**Year ended 31 August 2021**

<b>2. Donations &amp; Legacies 2021</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2021</b>	<b>Total 2020</b>
	£	£	£	£
Arts Council England	-	10,000	10,000	10,000
Asda Foundation	-	-	-	500
Barclays Bank	-	-	-	960
BBC Children in Need	-	25,164	25,164	27,329
BCG	-	5,000	5,000	-
Blackrock	-	18,017	18,017	11,777
Campden Charities	3,500	-	3,500	-
Charities Aid Foundation	-	31,000	31,000	-
Childhood Trust	-	1,667	1,667	-
Childwick Trust	-	-	-	5,000
City Bridge Trust	-	40,167	40,167	70,000
Co-op	1,887	-	1,887	4,507
Corcoran Foundation	3,060	-	3,060	1,000
Du Plessis Family Foundation	-	-	-	10,000
Gates Foundation	-	-	-	30,330
Grove Trust	-	42,250	42,250	27,250
Henry Smith Foundation	-	24,000	24,000	10,000
Hollick Family Foundation	-	4,584	4,584	416
IntoUni*	-	190,000	190,000	190,000
Johnson & Johnson	1,500	-	1,500	-
JMW Barnard LLP	-	-	-	2,322
J Paul Getty Jnr Charitable Trust	-	-	-	40,000
KCSC - Community Living Well	-	15,281	15,281	14,007
K&C Foundation	-	77,771	77,771	40,780
Leathersellers' Company Charitable Fund	-	15,000	15,000	-
Lloyds Foundation	-	31,335	31,335	62,650
London Community Foundation	-	-	-	20,000
London Community Foundation and Evening Standard	-	15,000	15,000	15,000
Lucid Group	-	3,000	3,000	-
Mercers' Company	-	25,000	25,000	-
National Lottery Community Fund	-	102,500	102,500	137,268
National Lottery Covid Fund	-	50,333	50,333	0
Open Hand	-	10,000	10,000	40,000
Paddington Development Trust: Community Grants	-	2,000	2,000	15,000
Peter Stebbings Memorial Charity	-	6,000	6,000	-
Prudential plc	-	-	-	1,000
Rausing Foundation	-	60,000	60,000	-
Sheila's Fund	25,000	-	25,000	25,000
The Grenfell Foundation (Fight 4 Grenfell)	-	-	-	5,000
The Grenfell Foundation (Client Fund)	-	9,500	9,500	500
The Ogden Trust	-	-	-	5,000
The Royal Borough of Kensington & Chelsea	143,762	52,500	196,262	245,366
Thomas's Schools Foundation	-	1,500	1,500	2,500
Thomas's Schools PTA	-	1,748	1,748	-
Tudor Trust	-	2,000	2,000	-
Travers Smith	1,500	-	1,500	-
Waitrose	-	-	-	180
West London Zone	-	21,410	21,410	21,934
Worshipful Company of International Bankers	-	1,000	1,000	0
Wyelands Bank	200	-	200	116
Wyseliot	-	4,000	4,000	4,000
Individual donations	178,103	-	178,103	100,224
<b>Total</b>	<b>358,512</b>	<b>898,727</b>	<b>1,257,239</b>	<b>1,196,916</b>

2. (continued) Donations & Legacies – 2020 comparatives

2. Donations & Legacies 2020	Unrestricted	Restricted	Total 2020	Total 2019
	£	£	£	£
29th May 1961 Charitable Trust	-	-	-	5,000
Arts Council England	-	10,000	10,000	10,000
Asda Foundation	500	-	500	-
Barclays Bank	960	-	960	-
Blackrock	489	11,288	11,777	16,868
Calleva Foundation	-	-	-	4,167
Campden Charities	-	-	-	8,000
Children in Need	-	27,329	27,329	24,550
Childwick Trust	5,000	-	5,000	5,000
City Bridge Trust	-	70,000	70,000	30,133
Co-op	4,507	-	4,507	2,534
Corcoran Foundation	1,000	-	1,000	-
Du Plessis Family Foundation	10,000	-	10,000	10,000
Gates Foundation	-	30,330	30,330	-
Grove Trust	-	27,250	27,250	-
Hammersmith & Fulham, London Borough of	-	-	-	340
HBV Enterprise	-	-	-	29,167
Henry Smith Foundation	-	10,000	10,000	31,200
Hollick Family Foundation	-	416	416	-
IntoUni*	-	190,000	190,000	190,000
JMW Barnard LLP	2,322	-	2,322	-
J Paul Getty Jnr Charitable Trust	40,000	-	40,000	40,000
KCSC - Community Living Well	-	14,007	14,007	1,237
K&C Foundation	-	40,780	40,780	42,850
Lloyds Foundation	150	62,500	62,650	31,250
London Community Foundation	-	20,000	20,000	-
London Community Foundation & Evening Standard	-	15,000	15,000	-
London Community Fund & Sycamore Fund	-	-	-	2,945
London Funders	-	-	-	37,000
Morrisons Foundation	-	-	-	3,000
National Lottery Community Fund	-	137,268	137,268	-
Octavia Foundation	-	-	-	5,000
Open Hand	-	40,000	40,000	40,000
Paddington Dev. Trust: Community Grants	-	15,000	15,000	5,000
Prudential plc	-	1,000	1,000	1,500
Royal Garden Hotel with the K&C Foundation	-	-	-	1,000
Sheila's Fund	25,000	-	25,000	5,000
Tesco	-	-	-	1,250
The Grenfell Foundation (Fight 4 Grenfell)	5,000	-	5,000	-
The Grenfell Foundation (Client Fund)	-	500	500	-
The Ogden Trust	-	5,000	5,000	-
The Plum Trust with the K&C Foundation	-	-	-	3,750
The Royal Borough of Kensington & Chelsea	209,366	36,000	245,366	345,034
Thomas's Schools Foundation	-	2,500	2,500	2,500
Waitrose	180	-	180	-
West London Zone	-	21,934	21,934	22,843
Wyelands Bank	116	-	116	505
Wyseliot	-	4,000	4,000	4,000
Individual donations	100,224	-	100,224	119,965
<b>Total Donations &amp; Legacies</b>	<b>404,814</b>	<b>792,102</b>	<b>1,196,916</b>	<b>1,082,624</b>

### 3. Other Trading Activities

	Unrestricted	Restricted	2021	2020
Rentals	1,630	-	1,630	2,061
Miscellaneous	1,303	-	1,303	911
	<u>2,933</u>	<u>-</u>	<u>2,933</u>	<u>2,972</u>

All other trading income in 2021 & 2020 was unrestricted.

### 4. Total Expenditure

	Staff Costs 2021	Direct Costs 2021	Support Costs 2021	Total 2021
	£	£	£	£
Raising funds	61,175	-	-	61,175
<b>Charitable Activities</b>				
Capital	-	-	12,700	12,700
Adult Learning	181,582	14,213	22,825	218,620
Children & Young People	251,275	25,209	19,980	296,464
Depreciation	-	-	3,650	3,650
Employment Support	281,438	17,635	25,273	324,346
Wellbeing and Support	246,875	13,055	19,830	279,760
<b>Governance</b>				
External Audit	-	-	8,220	8,220
Trustees Indemnity	-	-	-	-
Insurance	-	-	1,296	1,296
Miscellaneous Exp	-	-	444	444
	961,170	70,112	114,218	1,145,500
<b>Total expenditure</b>	<b>1,022,345</b>	<b>70,112</b>	<b>114,218</b>	<b>1,206,675</b>

**4. (Continued) Total Expenditure – 2020 comparative**

	<b>Staff Costs 2020</b>	<b>Direct Costs 2020</b>	<b>Support Costs 2020</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	62,584	-	-	62,584
<b>Charitable Activities</b>				
Capital	-	-	79,770	79,770
Adult Learning	179,663	18,526	18,359	216,548
Children & Young People	251,631	21,076	13,769	286,476
Depreciation	-	-	3,650	3,650
Employment Support	288,479	18,475	15,080	322,034
Wellbeing & Support	177,623	15,301	18,359	211,283
<b>Governance</b>				
External Audit	-	-	7,800	7,800
Trustees Indemnity	-	-	812	812
Insurance	-	-	-	-
	897,396	73,378	157,599	1,128,373
<b>Total Expenditure 2020</b>	<b>959,980</b>	<b>73,378</b>	<b>157,599</b>	<b>1,190,957</b>



<b>5. NET INCOME FOR THE YEAR</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
This is stated after charging/crediting		
Auditors remuneration (including VAT)		
Audit	8,220	7,800
	<u><b>8,220</b></u>	<u><b>7,800</b></u>

No Trustee received remuneration in 2021.  
 No Trustee received remuneration in 2020.

<b>6. STAFF COSTS AND NUMBERS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Staff Costs were as follows:</b>		
Salaries and wages	901,786	839,175
Social security costs	77,254	72,224
Pension contributions	40,000	40,596
Other staff costs	3,305	7,985
	<u><b>1,022,345</b></u>	<u><b>959,980</b></u>

The number of employees that received more than £60,000 are as follows:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£70,000 - £80,000	1	1
	<u>1</u>	<u>1</u>

The total cost to the charity of employing its key management personnel of the charity were £350,795 (2020: £333,307). The key management personnel of the charity are the 3 team managers, the chief safeguarding and strategy officer, the chief operations officer, the chief programmes officer and the chief executive. It should be noted that a significant percentage of team managers' time is spent delivering their programmes.

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Project delivery staff	26	26
Management & support staff (inc. delivery)	14	10
	<u>40</u>	<u>36</u>

## 7. Fixed Assets

### Land & Buildings

<b>Cost</b>	<b>£</b>
At 1st September 2020	21,639
Additions	-
Disposals	-
At 31 August 2021	<u>21,639</u>
<b>Accumulated Depreciation</b>	
at 1 September 2020	7,300
Charge for year	3,650
At 31 August 2021	<u>10,950</u>
<b>Net Book Value</b>	
At 31 August 2021	<u>10,689</u>
At 31 August 2020	<u>14,339</u>

## 8. Debtors

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Accrued income	105,097	126,381
Other debtors	167	1,467
	<u>105,264</u>	<u>127,848</u>

Accrued income refers to grants and donations relating to this financial year that have yet to be paid.

**9. Creditors: Amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Accruals	28,191	30,299
Deferred income	78,029	99,317
Other taxes and social security costs	0	731
	<b>106,220</b>	<b>130,347</b>

Deferred income relates to grants and donations paid in advance of the period in which they are to be spent.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Analysis of deferred income:		
Balance brought forward 1 September 2020	99,317	49,167
Released to SOFA during the year	(99,317)	(49,167)
Amount deferred during the year	78,029	99,317
Balance at 31st August 2021	<b>78,029</b>	<b>99,317</b>

**10. Analysis of net assets between funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>2021</b>
			<b>£</b>
Fixed assets	10,689	-	10,689
Current assets	728,603	-	728,603
Current liabilities	(106,220)	-	(106,220)
Net current assets at 31 August 2021	<b>633,072</b>	<b>-</b>	<b>633,072</b>

## 11. Funds

Programme Designation:		at 1 Sept 2020 £	Income £	Expenditure £	at 31 Aug 2021 £
Capital					
	Restricted	-	-	-	-
	Unrestricted	-	12,700	(12,700)	-
			-	-	
Adult Learning					
	Restricted	-	94,947	(94,947)	-
	Unrestricted	-	142,053	(142,053)	-
			<b>237,000</b>	<b>(237,000)</b>	
Children and Young People					
	Restricted	-	274,445	(274,445)	-
	Unrestricted	1,067	35,090	(36,157)	-
			<b>309,535</b>	<b>(310,602)</b>	
Employment Support					
	Restricted	-	271,102	(271,102)	-
	Unrestricted	-	73,037	(73,037)	-
			<b>344,139</b>	<b>(344,139)</b>	
Wellbeing & Support					
	Restricted	-	258,233	(258,233)	-
	Unrestricted	-	39,907	(39,907)	-
			<b>298,140</b>	<b>(298,140)</b>	
Designated Fund (Fixed Asset)					
	Restricted	-	-	-	-
	Unrestricted	14,339	-	(3,650)	10,689
			-	<b>(3,650)</b>	
General Fund					
	Restricted	-	-	-	-
	Unrestricted	564,017	58,810	(444)	622,383
			58,810	(444)	
Total Restricted		-	898,727	(898,727)	
Total Unrestricted		579,423	361,597	(307,948)	633,072
Total funds		<b>579,423</b>	<b>1,260,324</b>	<b>(1,206,675)</b>	<b>633,072</b>

Designated fund refers to the charity's fixed assets (the eco-garden studios). Restricted funds are funds which has been given to the charity for a specific purpose and which can only be used under particular conditions. The purposes of restricted funds are more fully described in the Report of the Trustees. They are for the provision of the adult learning programme, the children and young people's education programme, employment support programme and the wellbeing & support programme.

## 12. Accommodation

The charity leases its main building at a peppercorn rent from the Church and additional premises from the Church at a rate that would not be available on the open market. Since this accommodation would not be available on the open market, it is not possible to quantify this benefit. The charity is responsible for all repairs and maintenance required on its premises.

## 13. Control

The charity has no individual who can exercise ultimate control.

## 14. Related party transaction

During the period the charity received grants from **IntoUni** totalling £190,000. Sophia Lewisohn (one of the charity's trustees) was also a trustee of **IntoUni** during the period; Clare Richards, who is chief executive of the charity, is also a trustee of **IntoUni**.

The aggregate of donation received from the Trustees & related parties in the year was £22,901 (2020 £26,962).

At the year end, a balance of £726 was owed to **IntoUni** by the charity and a balance of £358 was owed to the charity by **IntoUni**.

There were no other related party transactions (2020: Nil).

## 15. Comparative Statement of Financial Activities 2020

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>INCOME FROM:</b>			
<i>Donations and legacies</i>	404,814	792,102	1,196,916
<i>Other trading activities</i>	2,972	-	2,972
<i>Investments</i>	495	-	495
<b>Total Income</b>	<b>408,281</b>	<b>792,102</b>	<b>1,200,383</b>
<b>EXPENDITURE ON:</b>			
<i>Raising funds</i>	62,584	-	62,584
<i>Charitable activities</i>	336,271	792,102	1,128,373
<b>Total Expenditure</b>	<b>398,855</b>	<b>792,102</b>	<b>1,190,957</b>
<b>Net income</b>	<b>9,426</b>	<b>-</b>	<b>9,426</b>
<b>Funds brought forward</b>	<b>569,997</b>	<b>-</b>	<b>569,997</b>
<b>Funds at 31 August 2020</b>	<b>579,423</b>	<b>-</b>	<b>579,423</b>

